PRISONERS' AID -- 100 YEARS

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The New Zealand
Prisoners' Aid & Rehabilitation Society
To 1988

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Prisoners' aid and rehabilitation work in New Zealand had its beginnings in Dunedin in 1877. The first Annual Report of the Patients' and Prisoners' Aid Society of Otago explains that the office of Chaplain "to the Gaol, Hospital and Lunatic Asylum" was swept away when the Provincial Government of Otago was abolished. At a public meeting in Dunedin in 1877 it was decided to establish a mission on a broader basis than the chaplaincy, and this was to be known as the Patients' and Prisoners' Aid Society of Otago.

The duties of the societies agent Mr Torrance approximated those of our present-day Field Worker, except that he had the additional duty of taking divine service at the various institutions he visited. Probably his problems were much the same as well. Sometimes he had money entrusted to him; once a sailor bequeathed some property to his wife and Mr Torrance had difficulty in tracing the woman. Finally, after extensive enquiries, no fewer than three wives turned up, which in the agent's own words "rather complicated matters."

In other centres such as Auckland, Wellington and Christchurch, prisoners' aid work seems to have started a little later, about the turn of the century. However, even then each society operated independently of the others, and it was not for another half century that suggestions were made that they integrate their work.

The prevailing ethos of work for prisoners owes much to the dedication, vision, determination and philanthropic philosophies of the early members of the Society.

One of those who had a great influence on the development of PARS was Jack Davies. Arriving in New Zealand in 1949, he had been a staff member of Toc H in Britain then seconded for a three-year term to help re-establish Toc H in New Zealand. After nearly 40 years he and his wife are still here.

IN 1948 Captain Banyard, a Church Army officer, had been appointed as the first welfare officer at Mount Eden Prison. In those days Rev. George Moreton was the Auckland Discharged Prisoners' Aid Secretary/Field Officer. He had none of the present day support teams and had a hard job maintaining relationships with inmates. To help the situation Captain Banyard asked Toc H Auckland to form a prison visiting team which was done and proved to be of enormous help.

As result of the effectiveness of the visiting team in Auckland Mr S.T. (Sam) Barnett, Secretary for Justice, asked Jack Davies to form a team at Mount Crawford Prison. Again Toc H supplied the manpower. Mr Pat Mayhew came from the Home Office in Britain to work in re-organising Probation and Prison procedures. After initial meetings between he and Toc H, permission was given to visit Mount Crawford with selected visitors. Mr McGrath, Superintendent at Mount Crawford, was extremely doubtful of the value of such visits and allowed visitors to see inmates only in the corridor of West Wing and under supervision. When Mr McGrath retired and Mr Lou Gorman was appointed, the relationship improved, and the Toc H visiting team became part of Prisoners Aid Rehabilitation Society and won recognition as responsible and to be trusted in the exercise of its duties. This set the pattern for the later establishment of similar groups in other prison centres.

PARS in Wellington grew out of this early visiting experience and the concern shown by Mr Barnett and the Inter Church Council on Social Affairs, to which Jack Davies made representations in company with Cecil Gibson Young, who acted as secretary to that body. A public meeting was called at which Sam Barnett

spoke, calling for the revival of DPA, then reduced to three members. To create a body of members Jack Davies, that same night, enrolled some 10 members of Toc H, collecting a 5 shillings subscription from each. An extraordinary general meeting of DPA was called, a new constitution was adopted prepared by Gibson Young and Jack Davies and eventually recast by Mr Westmoreland, Registrar of Incorporated Societies.

By 1952 the Wellington DPA was rebuilt. The first committee of Wellington DPA was Professor Marsh, chairman; Cecil Gibson Young, secretary; and representatives of church bodies etc. In 1953 Professor Marsh returned to Britain and Jack Davies succeeded him. He was to hold this office for seven years, during which the name change to Prisoners Aid and Rehabilitation Society was effected and the New Zealand Society formed. Much of the extension work throughout the country was conducted by Wellington PARS and societies in Manawatu, Wanganui, Waikato, Rotorua, Turangi and Southland were promoted from Wellington. In those days Bruce Laws and Norman Cooper did much as honorary chauffeurs, getting Jack and others such as Lieut Colonel Viola Blincoe of the Salvation Army around the country.

The initial committee, which accomplished a great deal, comprised Bruce Laws, Norman Cooper, Denis Reilly, Frances Baker and Bill Kelly, with Jack Davies as itinerant prophet. The notable consequence of all this activity was the sense of unity of purpose binding the members. In every respect, what was done was the result of team work and co-operation. PARS was singularly fortunate to have attracted the support of men and women of the calibre of those who gave so unstintingly of their time and talents and, indeed materially.

By using the Corporate Body Members of Council to supply a representative, who would see his/her work in PARS as valid expression of their desire to serve, a continuing body of members was assured. Churches, and civic bodies such as Rotary, Jaycees, Lions, Toc H played their part and the composition of the early Committee reflects the diversity of interest and persuasion.

An inaugural meeting to establish a New Zealand Federation of Prisoners' Aid Societies was held in Wellington on Saturday 26 May 1956. The Department of Justice and voluntary agencies were invited to attend the meeting. A draft constitution was proposed and it was suggested that the general committee would consist of elected officers, plus representatives or delegates from each member organisation. The committee would meet only once a year, at the A.G.M. The standing committee was to consist of three Wellington representatives who would carry out the work.

The meeting elected the following to office: President, Jack Davies; Secretary/treasurer, Norm Cooper; Honorary solicitor, E.R.C.Winkel; Honorary auditor, A.H. Thomas, Standing committee, Lieut Col V.E. Blincoe, Bruce Laws and Denis Reilly.

An October meeting in 1958 decided to seek incorporation. The November meeting of 1959 noted that incorporation had been granted under the Incorporated Societies Act 1908.

Throughout the country at this time there were groups of people involved in PARS work, and while some went into prisons under the banner of PARS, others did not. Christchurch, for instance, had three separate societies:

- Paparua Prison Service
- Discharged Prisoners Aid (for jobs outside)
- Prison Gate Mission (giving aid)

All these were separate, but after many meetings they got together and formed the Canterbury/Westland society. Jack Davies was also in contact with the Auckland Society, at this time, speaking at meetings to encourage re-development. The appointment of Bill Limpus in Auckland as field officer was especially valuable.

It was seen that Palmerston North had a need for a separate society as did Wanganui. These were set up in January 1955 and December 1957 respectively.

During this time Dr John Robson was Secretary for Justice and the Hon. R.J. Hanan, Minister of Justice. They were an excellent team who clearly saw the benefits of the work PARS was doing throughout the country. After close consultation with John Robson and upon agreement with the Minister of Justice and Robert Muldoon, Minister of Finance, background information was supplied to the Department concerning levels of funding needed to meet salaries and ensure continuity of work and planning.

At this point all grants were to come through the national PARS body. There was some opposition to this but explanations of the advantages of having a disciplined central body proved convincing. At AGMs, Societies had two representatives and this helped overcome some local society suspicions. Some standardisation of services began under this national structure.

Sam Barnett had given much support during the setting up of NZPARS. He was a reformer, not always understood, but a person who had a vision of how things could be and who worked diligently towards his goal. He saw a need to create and sustain community involvement in prison functioning. He wished to reform treatment of prisoners on release and knew that he had to do it through an agency, hence his wholehearted support of PARS.

One of his early decisions was that all persons sentenced to imprisonment could be visited by PARS unless they were psychiatrically disturbed. This policy also applied to people detained in police cells.

As the society grew, there was a need for more administrative skills and an input from a wider range of people. NZPARS had a contribution to make internationally and did so through the International Prisoners' Aid Association. Ray Hocking was a Board member of IPAA during his term as first national secretary-organiser of NZPARS. His successor, Allan Wilson, also became an IPAA Board member and was eventually elected international President. This increased his workload but brought many interest-

ing issues to NZPARS, including the repatriation of international prisoners. A travel fund was started and links were made with several overseas prisoners' agencies, in particular the Offenders' Aid and Rehabilitation Society in Adelaide, South Australia.

The early ethos of the organisation was one built on a voluntary, caring perspective, a charity/good works model in its finest sense. This model supported the traditional services of PARS but there was little concept of supervision, social work ethics, efficient management or training. However, on the positive side there was real commitment, hospitality and a non-political bias. There was also secure funding, this being both a positive and a negative factor. A lack of concern about funding could lead to complacency.

The women's home visiting team organised by Lieut Col Viola Blincoe did much to maintain home life and set the pattern for similar efforts elsewhere.

Evaluation of local societies was opposed in the early 1980's, with NZPARS and local societies employing people on blind faith as to competency and ability. The problem remains of how to cope with people who do not meet levels of competency. Work in the organisation is still people-oriented and not geared to profit or production.

While still offering a baseline of services to assist inmates and their families, the Society has developed programmes with specific targets of rehabilitation, for example the Violence Prevention programme in the Waikato.

It is part of PARS philosophy that the work it undertakes to keep family relationships functioning is vital to rehabilitation. NZPARS is no longer a loose federation of local societies but has become more cohesive and active and involved in wider political issues. Local societies look more to NZPARS for guidance,seeing it not as an executive but as management.

NZPARS retains a co-ordination and communications link with

local societies, allocates funds, provides training for paid staff and volunteers, disseminates information to a wide range of groups and individuals, makes submissions to Government on proposed legislation and concerns itself with topical issues such as remand, bail, plight of psychiatric prisoners and most recently the designating of Police Stations as jail.

Through all this growth and development the Government, through its agent the Dept of Justice, has followed a deliberate policy of endeavouring to strengthen the organisation. The role of the voluntary body is seen as vital to the efficient, effective and appropriate delivery of services. Successive Governments have given further tangible evidence of support of NZPARS work by considerable increases in grants to the Society over the years.

This additional funding, resulting in more paid staff, has meant greater co-ordination of work. Training of staff has contributed to professionalism in the organisation. While the emphasis on rehabilitation has been developing slowly, the structure of the organisation is inappropriate for extending this. More national and regional staff would be needed.

National management is strong and in touch with the work of societies and able to link the causes of offending with wider criminal justice issues.

A real concern for the Society has been the disproportionate number of Maoris in the prison population. This has also been reflected in the Society looking at its involvement with the Maori community in line with a similar trend in society at large.

In 1986 an NZPARS initiative resulted in the establishment of Te Roopu o Taha Maori ("Group for all things Maori"). This group comprises members of the national management committee as well as Maori Field Workers. It reports to national management on issues relating to the needs of Maori clients and how these can be met in the most appropriate way. Te Roopu is slowly moving towards establishing strategies most appropriate to its goals.

As an organisation NZPARS has had difficulties in grappling with issues of biculturism, but has gained significant involvement of Maori people, both in links with other community groups and with its own staff and volunteers who are Maori.

Funding

One of the earliest concerns for all Prisoners' Aid societies was the supply of aid to ex-offenders and their families. S.T. Barnett, Secretary for Justice from 1949 to the 1960s, gave £50 to the national society as an initial grant for this purpose. The Art Union and others also later gave money. Government MPs and Ministers, with Opposition MPs, gave generous support, J.R. Hanan, Dame Hilda Ross, Dan Riddiford, Sir Robert Muldoon and Sir Walter Nash being specially helpful.

In those days the equivalent of the Social Welfare Domestic Purposes Benefit stopped the day a person was discharged from prison. NZPARS worked diligently to have this changed and through Dame Hilda Ross got it carried on until a week after discharge. However, the sole aim of PARS was not to give handouts but to help rebuild a shattered life.

From 1959 to 1964 Norman Cooper was Treasurer and it was his function to make application to the Department of Justice Lottery Board and various trusts for funds. NZPARS had close links with the Probation Service in those early years as Probation Officers handled PARS money. A real spirit of trust was built up at this time and there was a strong liaison with Government Ministers. They were well aware of the work being done by PARS.

The Rules of NZPARS and the Rules of local societies were printed at the Wellington Prison Printshop to cut down on expenditure. This was agreed to by Pat Mayhew, Chief Probation Officer, in August 1958.

In May of 1959, with the New Zealand Society registered as an

incorporated society, the time had arrived to move forward as an organisation in the provision of finance to enable a worthwhile and efficient job to be done throughout the country. The national Society envisaged that a national organiser would be needed and also full time Field Workers in Auckland, Wellington and Christchurch.

It was suggested that one grant be made for the work nationally rather than a series of grants to each local society. In this way there would be some degree of control over expenditure of any money received.

The first application for funds from NZPARS to the Department of Justice was dated May 1959 and amounted to £7950. It was divided as following:

NZPARS £2500, Auckland £2500, Wellington £2000, Waikato £500, New Plymouth £150, Palmerston North £100, Napier £100, Wanganui £100.

This money was to be used for aid, administration and salaries. Local societies would be required to raise money themselves through subscriptions, donations and grants from local trusts.

Funding applications were made to the Minister of Internal Affairs in October 1959 for £1450 to be distributed to six local societies and the national body. An interim grant from the Department of Justice totalling £1500 was received in October 1959, with a further grant of £1400 being received in February 1960. A further and final payment of £50 was made for the financial year ended 31 March 1960.

During 1960, in a letter to the Department of Justice detailing a review of work and annual estimates, the Society requested a sum of not less than £6000. As each year passed annual applications were made to the Department of Justice and Internal Affairs for a contribution from lottery funds, always explaining the value of the work being done and its rapid expansion into new geographical and other areas.

The first A.G.M. held in July 1960 noted that nearly all the year's income had been from Justice Department grants and the greater part of this income had been distributed to local societies. While NZPARS was conscious of the need for increased funds in the future, it was appreciative of the confidence shown in the society by the Department in making these grants.

Increases in funds granted over the years resulted in a general growth of the organisation, an increase in salaried staff and the development of new societies. Because of the highly developed sense of integrity of all those involved in NZPARS and recognition of this by the Department of Justice, little in the way of bookkeeping was necessary.

In 1962 it was resolved to pay the travelling expenses of all delegates to the A.G.M. and first NZPARS conference. Distribution of funds to local societies that year amounted to £6750.

The majority of funds still continued to come from the Department of Justice, with a substantial grant from the Lotteries Board of the Department of Internal Affairs and a small donation from the JR McKenzie Trust. By 1965 Field Workers were operating imprest accounts, though it was generally thought unwise to give cash to offenders. The 1965 General Meeting welcomed the suggestion from Dr John Robson, Secretary for Justice, that £200 be set aside annually for an international conference travel fund.

In 1967, because of the economic climate, it was decided to use a different method of distributing funds to societies. Rather than two six-monthly instalments there would be one initial payment of 50 per cent of the grant followed by a further 25 per cent after six months and the final 25 per cent to be paid if required by the local society with supporting accounts. It was noted that future applications for funds could be jeopardised if member society accounts showed an accumulation of funds.

After Norman Cooper stepped down as National Treasurer in

1963 Mr Jack Palmer took over the position. He remained as Treasurer until W R (Bill) Kelly took over in 1968. All these men gave unstintingly of their time and expertise in the financial field. Bill Kelly remained in the position of Treasurer of NZPARS until his death in June 1987. The integrity of his work as Treasurer was a major contribution to the high level of trust between NZPARS and the Department of Justice.

During the 1960's NZPARS had become involved in financial support of Hostels and there were four by 1970. Representations to the Golden Kiwi Lottery for grants were changed to represent estimated expenditure for the current year rather than on losses for the previous year.

Local Societies were encouraged to raise money in their own areas, some being more successful than others.

This was seen as being directly related to the image that they were creating in the minds of the public of the work they were doing.

In the early 1970's the Golden Kiwi Lottery Board stated that it wanted the Department of Justice to take over its portion of funding to NZPARS. As at 31 March 1974 the level of Internal Affairs funding stood at $38,500 with a grant of $7706 to assist in the operation of five hostels for discharged prisoners.

Salary increases for PARS staff were met through increased grants from the Department. In 1975 the funding formula was based on (a) existing policies; (b) new policies; these to be approved by Cabinet each year. Preparation for the application needed to be discussed in July before going to Government. To avoid difficulties caused by inflation Treasury agreed that PARS be compensated for salary increases. Administrative expenses were held very tightly.

The financial support given by Internal Affairs through the New Zealand Lottery Board was concluded with a final grant of

$50,000 in October 1984. The Department had contributed considerably to the growth and development of the organisation in their more than 20 years of financial assistance.

In the 1980's the funding formula as applied to applications to the Department of Justice was seen as not allowing for inflation on aid items although the Department did pick up on the amount no longer funded through Internal Affairs. The grants system was re-negotiated to include training, more Hostel costs and better protection from inflation.

There have been substantial increases in Justice Department grants, particularly in 1986 and 1987. This has resulted in the employment of more staff to alleviate severe workloads in Societies such as Auckland and the Waikato, and part time staff in such areas as Gisborne and Napier.

NZPARS negotiated funding to replace Voluntary Organisations Training Programme staff with permanent workers through Community Organisation Grants. These people were doing important work for the Society. There was clarification of the situation between local and national Societies about fundraising by local societies. A standard layout of accounts was adopted and is still being implemented; there is also better financial analysis in the national office, including the coding of accounts through Kirk Barclay, Chartered Accountants.

The Department of Justice in 1987 also funded a new programme instead of only ongoing work. This is the Violence Prevention programme in Hamilton. Future funding through the Justice Department could move more towards project and contract funding as well as a balance between Justice Department and other groups, for example trusts, business houses etc.

Chief Executives

The first full-time National Secretary, Ray Hocking, took up his position in April 1964, establishing an office in the Empire Hotel,

Willis Street, Wellington. One of his first tasks was to travel throughout New Zealand, calling on local prisoners' aid societies and making contact with people interested in setting up prisoners' aid groups where there had been none. Nelson, Gisborne and Dunedin received special attention, with the result that the Patients and Prisoners' Aid Society in Dunedin, after much soul-searching, agreed to join the national body. Active PARS groups are now also operating in Nelson and Gisborne. Seeing a need for regular communication with societies, other welfare agencies and the Department of Justice, Ray launched the NZPARS Newsletter and occasional papers. Successive NZPARS chief executives have continued publication of the Newsletter over the past 25 years.

At the time of Ray's appointment as National Secretary Jack Davies was NZPARS president and relinquished that position to Bruce Laws. When the position of National Secretary was advertised at the conclusion of Ray's term there were 80 applicants but none was considered suitable. Lieut. Colonel Viola Blincoe, of the Salvation Army, approached Allan Wilson, an ordained Minister of the Anglican church and one of the first Directors of the Samaritans in New Zealand. Allan was Assistant Dean to Rev Walter Hurst at Wellington Cathedral so Jack Davies persuaded Bishop Henry Baines to allow Allan to become PARS National Secretary while holding the title of honorary curate at Wellington Cathedral, thus maintaining his Church pension rights. Allan was appointed National Secretary in February 1969.

Allan had been a master printer before entering the Church so took great delight in continuing production of the regular PARS newsletters, with their reports of district PARS news and activities. Allan consolidated the pattern of regular visits to member societies. He also saw great benefit in cementing links with other groups and became foundation secretary of the Federation of Voluntary Welfare Agencies. He soon became involved on the world scene and after a period as Board Member, was elected IPAA president. Allan died on 6 February 1979, aged 59 years.

During Allan Wilson's term of office as National Secretary he

was ably assisted in the office by Mrs Jennifer Blood. She joined the staff in 1973. Jenny was studying at Victoria University at the time and doing a project on prison culture. She had heard Allan preach and talk about prisoners and asked if she could assist in any way.

At that time the national office was located in the Williams Building and Jenny and Allan shared one room. However Allan was very protective of office equipment and would not let Jenny use the Gestetner for about three years until he became International President of IPAA. With him away so much Jenny was able to use all office equipment.

As the Williams organisation expanded PARS moved to another floor of the building. Rent was minimal and the office equipment old. Jenny kept scrap books up to date, compiled prison release lists and all the typing. Steps to Freedom, an information sheet for prisoners on release, was introduced at this time. It also became necessary to do some archiving of the masses of material which had come into the office so that relevant information could be located when needed.

Jenny left the national organisation when her husband was transferred to Auckland in 1979. In June 1979 she became the first woman elected to the National Management Committee. Until then the Society had been male dominated but it was a time of change for all New Zealand. During her time as office secretary Jenny's job developed not only in time but in boundaries of work. Her studies at Victoria University in the area of criminology helped in compiling submissions to Government.

Following Allan's death Norman Cooper became Acting National Secretary, remaining in this position until Alan Pinder became the new National Director in January 1980.

On the appointment of a new Field Worker in Auckland in 1978, Bill Limpus was appointed part time Assistant National Secretary. He travelled around local Societies in both Islands helping new

Field Workers into their positions and giving them the benefit of his experience and wisdom after 20 years as a Field Officer. Both Bill Limpus and Allan Wilson spent a good deal of their time speaking to community groups about the work of PARS.

Bill continued in this capacity until his death in April 1985.

The gap in personnel from the time Allan Wilson died till Alan Pinder took up position as National Director (as it was now called) was a time of re-assessing the chief executive's role. Alan Pinder's background was one of secondary school teaching and work as a probation officer in Wellington. After Alan's appointment Norm Cooper still assisted in the office with financial matters. Ray Hocking was president at this time and the Management Committee consisted of many long standing members such as Norm Cooper and Bill Kelly.

The office at the Williams Centre became too small and staff moved to Bowen House in early 1982. Alan was National Director until November 1983 when he took up a position in the Ombudsman's Office. One of his achievements for Prisoners' Aid was the introduction of the principles of voluntary agency management and practice, job descriptions and supervision, into the basic structure of NZPARS. A Resource Kit was compiled in 1982 to give people guidelines on job descriptions. It was written by Sande Ramage who worked for NZPARS for two years under the Volunteer Organisations Training Programme.

Alan visited local Societies on a regular basis noting the hospitality to NZPARS from Superintendents of prisons. He lectured to Prison Officers regularly, continuing the work of Allan Wilson. He also attended Probation Officers' conferences. Although the post of National Director carried with it a high degree of autonomy it could also be a lonely task and Alan stated that he would stay only for three or four years and certainly no longer than five.

Office support for Alan was on a temporary basis at first with Margaret Greenbank becoming his secretary in February 1980 for

4-10 hours a week. Her position became permanent part-time six months later and Alan frequently noted Margaret's invaluable assistance.

Her early role as secretary comprised typing, dictaphone work, meeting the needs of the National Director and the organisation. Her role then evolved to one of wider responsibility e.g. administration/organisation for seminars A.G.M.s/travel arrangements and the typing of extensive submissions on a variety of legistative initiatives. Margaret retired from NZPARS in late 1988.

On Alan's departure from NZPARS in November 1983, Kevin Allan was appointed National Director. Kevin was attracted to the position because of his interest in criminal justice, social welfare and social policy areas.

He saw a need for change both in criminal justice reform and social administration. His previous experience included hospital aide work, working in a psychiatric hospital, a social worker with young offenders in the Department of Social Welfare and volunteer involvement with Youthline. He is also a trained lawyer.

After the death of Bill Limpus in 1985 the position of Assistant Director was unfilled until Tina McGurk was appointed in October 1985. She had been a volunteer Field Worker in the Horowhenua from September 1982, gaining a full time position as PARS Manawatu's first salaried Field Worker in October 1983. She left NZPARS in mid 1988 (soon after completing this history) when the family decided to move to Australia.

Member Societies

Most members of national management had experience of local society work. Jack Davies was Chairman of the Wellington Society for 8 years before Roy Hill took over. Bill Kelly was Treasurer. This knowledge of local society structure was also augmented by visits to local societies by members of the national organisation and with community groups setting up new societies.

Relationships with local societies have always been generally warm and personal. This has been due in no small measure to the ability of Allan Wilson and his assistant Jennifer Blood to establish rapport with people. When NZPARS first began it was seen as empire building by some members but the national staff made a conscious effort to dissipate any such illusions.

NZPARS was seen as the body to resolve disputes through management committee consultation. These disputes could be related to work, finances or personalities. Much of the strength of this relationship depended on the personality of the National Director and the composition of the local society.

The Societies were made up of very diverse groups of individuals. The Otago Society was always financially independent and indeed other Societies saw themselves as autonomous, coming to NZPARS only for funds. This attitude has changed over time with a strengthened relationship between NZPARS and local Societies. NZPARS is now looked to more for leadership.

From the earliest days it was seen as important that local societies be incorporated as a protection for members. NZPARS also requires them to submit audited accounts at the end of each financial year. Indeed the Minister of Justice in those early times, the Hon. H.G.R. Mason, and the Art Union would not fund local Societies. This was one of the compelling reasons for establishing a national body from the Justice Department's point of view.

NZPARS has always respected the autonomy of local Societies. Societies needed to be clear on their relationships between themselves and local and central Government. This is a formal relationship now because of the great competition for resources in the voluntary sector.

Early NZPARS personnel were aware of this. The autonomy of societies was strengthened by the calibre of people at the helm, including those from the Justice Department, Bill Kelly, Bruce

Laws and Norm Cooper. The right of people to act as individuals has always been paramount.

Over the years some societies have wanted NZPARS to exercise more power over local Societies and saw themselves as "branches". NZPARS was seen as "Head Office". Others wanted NZPARS to stay in the background. Some of this feeling still prevails. Yet if NZPARS had more control this could jeopardise the functions of local committees.

The relationship of NZPARS and local societies is loosely defined and this sometimes detracts from services offered. There is, however, a sense of one organisation in the country with a leaning towards more unified national organisation, e.g. agreement on minimum services; standards of services (1984 AGM). There is a healthy sense of co-operation and a good national office structure.

Management Structure

The initial group of societies which met to form the New Zealand federation of PARS included Auckland, Wellington, Palmerston North. The title "federation" was later dropped as it had connotations of an hierarchical structure and the title adopted was "NZPARS". At subsequent meetings other societies representing various regions joined NZPARS, eg Taranaki, Waikato, Wanganui, Southland, Canterbury and Otago. These societies formed the core of the early organisation although NZPARS Rules stated that members of the Standing Committee should ordinarily reside within 30 miles of the Wellington General Post Office. The early members of the Steering Committee to form an NZPARS organisation were Jack Davies (B.E.M. Chairman), Lieut Colonel V.E. Blincoe, T. Halliday (MBE, Auckland), Mr S.W. Wood (Palmerston North), Mr B. Laws, and Mr C.G. Young. Mr P.K. Mayhew and Mr E.R.C. Winkel represented the Department of Justice. This core of people met in the years of 1957 and 1958 and were joined by members from other societies such as Mr Ernie Soper of New Plymouth. He died on 12 December 1987. Denis Reilly joined the group in 1958.

At these early meetings the Rules of the organisation were discussed and amended and finally presented for incorporation in 1959. Early meetings were held mainly in the Wellington YMCA boardroom as Norman Cooper was associated with that organisation. People who attended these meetings from out of town paid their own travel costs. Issues under discussion included:

- Leaflets about PARS for distribution in institutions
- Distribution of grants to local societies
- Full time staff
- Training
- Travel
- Money of food and travel vouchers for families and offenders and ex offenders

Because many of the people on the Central Executive, as it was then called, were involved in practical ways in the organisation they had a great understanding of the problems faced by field staff. However, it was realised that the Society could not be run on strictly democratic lines. Many Societies were dependent on the input of particular people for their effective functioning and this small group of people were not representative of the wider community.

In 1961 it was decided to pay the travel expenses of representatives to the Central Executive committee meetings. Jack Davies was still chairing these meetings at this stage and Norman Cooper was Secretary/Treasurer. However, Jack's leadership was challenged at this meeting by Mr Sam Dillon of the Waikato.

Jack took the initiative and worked on a set of rules overnight. The following morning the Management Committee was elected and they were:

- President: Jack Davies
- Vice President: Lincoln Efford
- Honorary Secretary/Treasurer: Norman Cooper

At the 1962 National A.G.M. Dr John Robson, Secretary for

Justice, was elected Patron. Jack Davies (President), Mr T.M. Smith (Vice President) and once again Norm Cooper was Honorary Secretary/Treasurer. The auditor was Mr A.H. Thomas and the annual subscription was set at one guinea.

Few changes were made to the Management Committee until July 1964 when Ray Hocking became Secretary (to be called "Secretary/Organiser") and Norm was Vice President. The Treasurer was Mr T.E.J. Palmer.

The following year saw Mr S.M. Dillon elected Vice President. During this time more local Societies were being granted membership of NZPARS, including Taupo, Hawkes Bay/East Coast, Whakatane, and Central Otago. Each of the new societies was granted one representative to meetings and one vote. The inclusion of more societies within the national organisation meant a greater local input into discussions of importance at a national level. It was resolved at this time to employ a full time national organiser as soon as possible at a salary of £1500 subject to annual review. Ray Hocking was appointed to that position.

After leading the national organisation for seven years Jack Davies stepped down as President and handed over the chairmanship to Bruce Laws. The roles of NZPARS which had emerged at that time still remain the same today. These include:

- seeking funds
- disbursement of funds
- making policy decisions
- providing information to local societies
- providing training to local societies
- making submissions to Government on legislation
- speaking out on issues to the media
- consulting with the Department of Justice
- overseeing the day to day running of the society.

In 1967 Mr Palmer regretfully relinquished his position as Treasurer. His position was filled by Bill Kelly, who worked tire-

lessly for the national organisation as its Treasurer until his death in June 1987. In 1966 Ray Hocking left NZPARS to become Editor of the A.A. magazine. He was succeeded by Allan Wilson, about whom much has already been said.

During this time the Department of Justice, through its representation on the Management Committee and its attendance at national A.G.M.s, kept close communication with the organisation and offered broad based support, not least of which was its generous funding of the organisation.

Under the stewardship of a strong Management Committee and additional input from local Society representatives at A.G.M.s and conferences the Society grew in stature and increased its outreach to the local community.

As people finished their work with NZPARS in one particular capacity, in many instances they kept their involvement in other ways. Jack Davies retired as National president but became the Justice Department lay nominee on the Management Committee.

Ray Hocking retired as National Secretary but later became President and also a Justice Department lay nominee. Bruce Laws became President after being a representative at national A.G.M.s and he too served a term as Justice Department lay nominee.

By the time the New Zealand Society had been in existence for 15 years its work had been carried on in various areas by people who had had careers in PARS as long as the New Zealand Society itself had been going. Ray Hocking paid tribute to those people in his final President's report of 1974. Ray was succeeded by Mr Trevor Church of the Waikato, who had worked diligently in the Waikato area as well as setting up Societies in Whakatane, Taupo Taumarunui, Rotorua and Tokoroa. Mr Church remained in office for two years and was succeeded as president by Mr D.E. Williams, who has been involved in PARS work at Turangi for 10 years on a voluntary basis, mostly as a Field Worker.

Due to ill health Mr Williams was unable to attend the 1976 A.G.M. and declined further nomination. He was succeeded by Mr R. G. Mauger. In 1977 Norm Cooper returned to Wellington and was welcomed back into the Society as Vice President and member of the Management Committee. The National President at this time was Rev Alistair Dunn, Auckland prison chaplain.

During this time the National Secretary, Allan Wilson, had been made President of the International Prisoners Aid Association and had travelled to conferences world-wide in that capacity. Through this office he brought recognition of NZPARS to an international forum and made many useful contacts. However in 1978 his health was such that he was unable to continue in this capacity.

In 1979 Jenny Blood was elected as the first woman on the National Management Committee. However, as her husband was transferred to Auckland shortly afterwards, she was not able to contribute in the role for long. This year also saw Mr David Wilson elected President. Sadly it was the same year in which Allan Wilson died.

Jack Davies retired from National Management Committee in 1980. His contribution to the work of NZPARS was immeasurable and he had worked tirelessly for the establishment and maintenance of the life of NZPARS and its member societies.

Mrs Patricia Booth was elected to the Management Committee in 1985 and became President in 1986. Leslie Parr was also elected onto the Management Committee in 1985 and brought a Maori perspective to the National body. She was supported in this work by the establishment of Te Roopu o Taha Maori.

The 1988 Management Committee was: Mrs Pat Booth (President), Archdeacon A.I. Clarke (Vice President), Mr W.A. Arcus (Treasurer), Mesdames Leslie Parr, Claire Powell, Messrs Patrick Millen, Selwyn Boorman, Bill Young, Murray Short (Justice Department), Ms Jocelyn Quinnell (Department of Social Welfare).

In 1986 Sandy Douglas was elected to the National Management Committee. An active Field Worker, she brought a new and practical perspective to NZPARS deliberations. The 1987 A.G.M. decided to formalise the election of employees of local Societies to National Management by amendment to the Constitution to allow representation on national management of up to two Field Workers. Two were elected at the 1987 A.G.M: Claire Powell of Taranaki, and Bill Young of Auckland.

Training

The first initial training organised by NZPARS took place in 1963 at the Justice Department's training school at Mt Crawford and was aimed at prison Visitors. It was hoped that those attending from member societies would in turn pass on the information gained to those in local societies.

Printed material was to be made available for distribution to local societies.

This set the pattern for two weekends of training per year, although Denis Reilly at this time was providing training to Prison Visitors in Wellington. Prison Visitors were chosen strictly by NZPARS, even those from outside Wellington. The training of Prison Visitors was substantially reduced when Denis could no longer carry out this function himself.

The Canterbury/Westland Society took up the challenge of providing this training in 1965. Early members of NZPARS Management Committee were Prison Visitors, with Ray Hocking beginning his visiting in 1961 at the instigation of Lieut Colonel Viola Blincoe.

Early seminars were all taped and then transcribed and a report sent out to Societies.

Seminars took the form of lectures followed by question time, with topics including Prison Visiting, counselling and interview-

ing in prison and in the family, understanding the Maori inmate, social work with offenders, and the sex factor in crime. There was a high level of input at these seminars from Jack Davies and Allan Wilson.

Seminars were aimed at Field Workers and Prison Visitors and in 1978 there was one for Hostel staff. A further seminar for Hostel staff was held in July 1987 in Hamilton. Apart from holding seminars at the training school of Mt Crawford, they also took place at Weir House, Tiromoana and the Wi Tako Prison Staff College.

As early as 1965 the Taupo Society proposed the idea of regional seminars being held in various centres over a weekend. This would enable a large number of local people to receive the benefits of training. However, it was decided that Wellington-based lecturers did not have the time to travel to the regions and training remained centralised. During this time the Department of Justice continued to provide the necessary residential resources for seminars. The cost of early seminars was in excess of £500, most of this being spent on travel and that is the case today. However, an additional high cost is that of suitable venues. NZPARS no longer uses Department of Justice facilities for training purposes but is fortunate to still have the use of the Prison Staff College for annual meetings.

In 1967 the question of regional training again arose and this time it was favourably received. The Deputy Secretary for Justice told those at the A.G.M. that there was every possibility that the training school would not be available for PARS after 1967 and they would need to look at alternative venues. In November of that year a seminar in Wellington set out guidelines for local societies planning to hold regional training seminars of their own. The annual budget of that year listed training under administration expenses for the first time. The amount set aside was $60.

A training seminar for Prison Visitors was held in November 1970 at Frederick Wallis House and was specifically aimed at new

Prison Visitors with no previous experience of an NZPARS training seminar. The National Management Committee stressed the importance of such gatherings in the general training programme of the organisation.

Discussion continued on the merits of regional versus national training seminars and this issue was quite hotly debated at the A.G.M. in June 1973. Seminars held in Waikato and Dunedin were deemed most successful but the consensus was that national gatherings were of value and should continue. It was pointed out that printed matter relating to seminars was available to all Societies. However, several regional seminars were organised by local Societies in the following year.

At the A.G.M. in 1974 Denis Reilly presented a summary of training courses available throughout the country to voluntary organisations. This training was suitable for both Field Workers and Hostel Managers but was seen as too long in duration to allow staff members to be away from their job.

Through the 1960's and 70's the main emphasis on training was directed at Prison Visitors. In 1977, however, a Field Workers' seminar was held at Tiromoana. Speakers had input into the seminar and it proved an invaluable forum for Field Workers to exchange ideas and problems. In this year Nelson also held a most successful regional seminar designed to attract the notice and involvement of the public into the work of PARS. Over 80 people attended.

In 1981 the Otago Society implemented a training programme for volunteers. It was a six week programme covering listening and communication skills, self awareness and assertiveness training. The Manawatu Society developed a six week training programme for Prison Visitors in 1983. It is constantly modified and updated and is still in use today.

Issues of recruitment and retention were also being investigated by the Society. Some Societies were taking advantage of training

schemes for volunteers run by other community groups. Waikato PARS continued to hold regional seminars at Waikeria Prison.

By 1984 NZPARS was thinking in terms of a more structured approach to training which would include initial and ongoing training for Field Workers, training for Hostel staff and training for trainers of volunteers in local Societies. It was hoped that such training would offer some guidance and support for our 500 volunteers, and assist in planning regional and local training.

In 1985 recommendations for minimum conditions of employment for PARS staff listed training as one of the necessary elements. Staff were to be given the opportunity to attend relevant training with employing committees being responsible to see that this was carried out. Of particular importance is training for Field Workers and Hostel Managers.

NZPARS has continued to develop a framework from which to offer future training programmes. Such a framework will need to encompass the basic principles of training such as its appropriateness and availability as well as its capacity to meet the needs of those taking part. It will also seek the participation of a wide range of people, both within and outside the organisation, to have input into the future training design.

Department of Justice

From the initial move by the Justice Department to encourage members of the Wellington Society and TOC H to work towards establishing a national society, NZPARS has had continued and positive association with the Department. This has occurred through the open channels of communication between PARS and the Justice Department and through Department representatives on national Management Committee.

Mr S T Barnett was keen to see a PARS national structure in place which could bring about reform in prisons from without. His ideas were also shared by Father Leo Downey of Auckland, who

began the Chaplains' Association. However, the Justice Department also respected the independence of the Society, which had the freedom to spend funds as it pleased as long as the money was spent on services as set down in the Constitution.

Robert Watt, appointed Chief Probation Officer at Head Office in 1959, was the first Justice Department representative on NZPARS. He made a valuable contribution to the early development of the Wellington and national societies. He was followed on his retirement in 1967 by Roy Te Punga. Roy's work as a Probation Officer brought him into contact with many voluntary agencies including PARS in a search for aid for his clients. He remained on the NZPARS Management Committee until 1974 and was replaced by Graham Armstrong. Graham, as with all other previous Justice Department representatives, was sympathetic to the philosophy of PARS and was always available for guidance and support, particularly in presenting the Society's case for the Department funding. Succesive Justice Ministers and the Department have continually seen the need for a voluntary organisation to work "untainted" by the Department and in the leadership of PARS there have been men and women of vision and sound administrative abilities able to promote the work of the Society. They have also been pragmatic people who formed strong liaisons with prisons, overcoming suspicion from Prison Officers. This has often been done through the goodwill of Prison Chaplains.

As a voluntary organisation in the 1960's, NZPARS spoke out strongly against capital punishment when Truth newspaper ran a campaign to re-introduce it. The Justice Department was under attack at this time and NZPARS supported the Minister, Ralph Hannan, in this matter. He and the Secretary for Justice, Dr John Robson, made an excellent team and with such men at the helm conditions were right for the advancement of NZPARS.

The relationship between the Justice Department and NZPARS was mutually supportive, with the Department having a deliberate official policy to strengthen the organisation. Conversely the Justice Department had the support of NZPARS for its work. The

capital punishment debate in 1961 was evidence of this support. Capital punishment was abolished in 1961. Riots at Mt Eden and Paparua prisons were also a time when the Justice Department was tested. The Churches and NZPARS supported them through this time.

NZPARS has seen its responsibility as being to prod the Justice Department along in important issues but criticism must be fair, direct and correct.

NZPARS has always been mentioned in Annual Reports to Parliament by Permanent Heads of the Justice Department. The Society is seen as responsible for the promotion, co-ordination and maintenance of an effective PARS throughout New Zealand and for the distribution of funds to local Societies from statutory and other groups and for the encouragement of PARS work generally. Another important function is representing and promoting the interests of inmates and their families, both within the community and to Government.

During the last 30 years there have been a number of legislative changes, milestones and policy decisions which have affected NZPARS and its functioning:

1954 - Sam Barnett reviews the penal situation and realises there is no national policy. Justice Department the initiator rather than leader

1960 - NZPARS shows increased vigour and usefulness and extends geographic scope of its activities.

1961 - Prison Superintendents told that the objectives of their institutions should be reformative in nature. Capital punishment abolished.

1962 - Introduction of Periodic Detention for offenders not less than 15 years and under 21 years.

1963 - Corrective Training abolished.

1964 - Minister releases "Crime in the Community" written by Departmental team. Publication deals with such issues as the cost of crime, problems of maximum security, and a look to the future, emphasising the need for a more rational attitude to crime.

1966 - Periodic Detention Act amended to include adults.

1966 - Sudden increase in those sent to prison and borstal puts serious stress on resources.

1967 - Preventive Detention abolished except for sexual offenders. The minimum period before consideration of Parole raised from 3 to 7 years. First conference to discuss problems of sentencing.

1968 - Justice Department releases "Crime in New Zealand" which presents a picture of some aspects of crime and provides consideration of the issues to which they give rise.

1969 - An adequate penal policy needed to address remedial and preventive aspects. A comprehensive review of borstal training shows disappointing results despite co-operation from voluntary organisations. Paremoremo Maximum prison completed.

1971 - Second conference to discuss problems of sentencing.

1972 - Still a problem with increased prison musters. A thorough review of the 1954 Criminal Justice Act.

1973 - Newly established Australian Institute of Criminology provides training opportunities for senior officers of the NZ Department of Justice.

1975 - Public calls for longer and harsher sentences in response to increasing crime.

1976 - Royal Commission on the Courts to examine the jurisidiction and administration of Courts in New Zealand.

1978 - Drop in prison population of male inmates, the reverse for women.

1979 - Opening of Manawatu Youth Institution.

1981 - Community Service Order introduced as a sentence. Penal Policy Review Committee, under the chairmanship of Mr Justice Casey, reports.

1983 - Prison population rises to an imprisonment rate of 90.3 per 100,000 of the population.

1985 - Passing of the revised Criminal Justice Act.

1986 - Evaluation of the first six months of sentencing under the Criminal Justice Act of 1985.

1987 - Concern about the housing of psychiatric prisoners and increasing musters.

The Future

New areas of growth and development might cover an increase in the Society's rehabilitation emphasis, with an expansion of

- work with groups in programmes throughout the community
- deciding if our priority is to put emphasis on Throughcare or Aftercare
- becoming more aware of clients needs
- evaluation of services by client/community involvement
- community consultation
- retaining the depth of commitment of workers we now have
- developing a structure that has clear areas of responsibility
- a research and information base
- a responsibility for financial management, staffing (appraisal), evaluation of seminars

This could mean a move towards a national management structure also incorporating regional partnerships. These are the areas the Society might focus on in the late 1980's if it is to utilise resources to maximum efficiency and provide services appropriate to clients' needs in the next decade and beyond.

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